

## Youth justice custodial practice manual

Secure Services

# Progression, Performance and Development system and staff supervision

- Secure Services staff must undertake a yearly performance review.
- This is done using an electronic Progression, Performance and Development system known as the ePPD system.
- The main component of the ePPD system is the development of a PPD plan.
- These plans are active documents that clarify work roles, build staff capability and enhance workplace skills.

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### When to use this procedure

During the PPD performance cycle to identify areas of skill development, career progression and the types of training and development to be undertaken by staff.

### What else you need to know

Make sure you have read and understood the following procedures:

- [Training and induction](#)
- [A positive and fair workplace](#)
- [Managing misconduct and unsatisfactory work performance](#)
- [Staff support](#)

### Staff responsibilities

Find your role below to see what your responsibilities are:

- [All staff](#)
- [Unit Coordinator](#)
- [Unit Manager](#)
- [Operations Manager](#)
- [General Manager](#)
- [Other staff with management responsibilities](#)

## All staff

### Start of cycle

- Create a development plan on the ePPD system in collaboration with your direct supervisor or manager.

### Mid-cycle and end of cycle

- Undertake self-assessment on the ePPD system.

### As per standards

- Participate in supervision with your direct supervisor or manager.

## Unit Coordinator

### Start of cycle

- Assist YJW1 staff to create development plan.

## Mid-cycle and end of cycle

- Undertake assessment of YJW1 staff.
- Ensure the ongoing maintenance of the ePPD plan with the participation of staff member.

## As per standards

- Undertake Supervision with YJW1 staff ensuring compliance with YJCS Supervision Standards.
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## Unit Manager

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### Start of cycle

- Assist YJW2 and YJW3 staff to create development plan.

### Mid-cycle and end of cycle

- Undertake assessment of YJW3 staff.

### As per standards

- Undertake supervision with YJW2 and YJW3 staff ensuring compliance with YJCS supervision standards.
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## Operations Manager

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### Start of cycle

- Assist YJW4 staff to create development plan.

### Mid-cycle and end of cycle

- Undertake assessment of YJW4 staff.
- Ensure ongoing maintenance of the electronic progression, performance and development (ePPD) plan with the participation of staff member.

### As per standards

- Undertake supervision with YJW4 staff ensuring compliance with YJCS supervision standards.
  - Ensure adherence to the managing performance policy and the implementation of the ePPD system in Secure Services.
  - Ensure that all ongoing staff have an annual ePPD plan developed.
  - Ensure that the management of underperformance and discipline is consistent with departmental policy.
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## General Manager

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### As per standards

- Participate in supervision with your direct supervisor or manager.
- Participate in staff supervision ensuring compliance with YJCS supervision standards.

### Start of cycle

- Assist staff to create a development plan.

### Mid-cycle and end of cycle

- Undertake assessment of staff.
  - Ensure the ongoing maintenance of the ePPD plan with the participation of staff member.
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## Other staff with management responsibilities

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### As per standards

- Undertake supervision with staff, ensuring compliance with YJCS supervision standards.

## The procedure in detail

- [Background](#)
- [Progression, Performance and Development \(PPD\) plans](#)
- [Supervision](#)

## Background

The Progression, Performance and Development (PPD) system is a yearly performance review.

Within Secure Services, the PPD process uses an electronic Progression, Performance and Development system known as the ePPD.

This system incorporates staff supervision notes, a twice-yearly performance assessment and development plan.

Performance management decisions must be made in accordance with this policy and in accordance with the principles of natural justice and procedural fairness.

The ePPD system applies to all employees up to and including YWJ6, Victorian Public Service Employees (VPS) Grades 1–7 (permanent and fixed-term employees, full-time and part-time). It does not include contractors or consultants.

The aims of the Secure Services ePPD are to:

- develop a culture focused on the performance and professional development of all employees
- identify opportunities for development and therefore build individual and organisational capability to meet the needs of Secure Services
- increase alignment between individual performance and Secure Services strategic goals
- develop role clarity, responsibilities and accountability
- facilitate feedback and communication between assessors and employees
- enable employees to receive acknowledgement, recognition and, where applicable, facilitate salary progression in accordance with departmental policy and the Victorian Public Service Determination 2012
- facilitate compliance of supervision standards.

## Performance appraisals

Regular performance appraisals need to be conducted of all staff, by the relevant manager.

## Procedure

All employees will participate in ongoing performance reviews and development.

This will involve:

- an initial meeting to establish and agree to an annual performance plan
- ongoing feedback
- formal reviews (twice a year).

Performance plans consist of performance standards, the department's organisational values and a development plan to ensure the employee has the skills or knowledge to meet the objectives.

Employees are to be assessed against set standards appropriate to their role or position level

The manager/supervisor will evaluate the performance via the ePPD system.

Review meetings will be held in private between the employee and the manager/supervisor.

A development plan will be made to improve the employee's overall skills. If any development is needed, arrangements will be made according to the Professional Development procedure.

The employee and the manager/supervisor may add any relevant general comments via the notes section of the ePPD system.

The manager or supervisor will complete the mid and end of year review and give their sign off via an electronic signature that is date and time stamped.

The manager or supervisor will consider requests for development, and advise other relevant senior staff of any development or training arranged.

Any development or training requests are to be forward to the Workforce Development Team via the employee's immediate manager or supervisor.

If disagreements have been recorded forming the ePPD system regarding meeting objectives, the manager/supervisor may choose to develop further communication options with concerned parties.

Any employee wishing to appeal decisions made is to inform their manager/supervisor within 10 days. A relevant independent person will mediate as necessary in disputes between the employee and manager/supervisor.

If an employee's performance is identified as not meeting the required standards specified in the performance plan, the manager/supervisor will commence appropriate performance improvement action.

Performance review records are strictly confidential and may only be accessed by:

- the employee concerned
- the person performing the review
- senior management and Human Resources.

## Progression, Performance and Development (PPD) plans

The ePPD system is a tool to assist the manager and staff to discuss, plan and document:

- outcomes of a performance assessment using role specific criteria
- the tasks the employee is to complete during the performance cycle
- how the employee will operate (for example, professionalism expectations)
- learning and development objectives and how the employee will achieve them
- targets/deadlines or other effectiveness measures that clearly define when an employee has met the performance standards outlined in their ePPD plan
- individual career objectives.

ePPD plans are active documents that set goals for the work and development to be undertaken by staff throughout the year.

They should be regularly discussed during the supervision process.

The annual ePPD performance cycle:

- begins 1 July and ends on 30 June of each year
- an ePPD is in place by 31 August
- a mid-cycle assessment is completed between 15 December and 31 January
- the end of cycle assessment is completed by the end of July.

## Supervision

The document 'Staff supervision information', attached below in **Additional information**, provides further information about the importance of staff supervision and contains templates for use during staff supervision sessions.

Supervision plays an integral part in the development and implementation of ePPD plans.

Supervision also has a role in motivating, recognising and valuing staff for their work.

Supervision directly benefits the staff member, the organisation and services to young people.

All Secure Services staff must comply with set supervision standards relevant to their role and level.

### Objectives of supervision

The Department of Human Services places significant emphasis on supervision as a mechanism to improve outcomes for young people and to support and develop workers.

### What is effective supervision?

Effective supervision is where:

- the supervisor and supervisee work together actively to improve the quality and outcomes of case management and service delivery
- the experience is positive in developing case practice skills, working through problems and discussing approaches to working with young people
- the supervisor and supervisee develop the supervision agreement in an open and collaborative process
- feedback is provided and supervisees are encouraged to review their own practice to identify strengths and weaknesses
- learning and development opportunities are encouraged.

### What is supervision in youth justice?

Supervision is a process where supervisors and supervisees work together to improve client outcomes, meet departmental objectives, enhance learning and monitor the workplace environment.

### Types of supervision in youth justice

Administrative supervision aims to:

- ensure competent, professional, accountable case practice, including compliance with the requirements of case recording
- ensure adherence to legislation and compliance with departmental policies and procedures in youth justice work.

Developmental supervision aims to:

- identify, facilitate access to and/or provide professional development opportunities
- develop and support an experienced and resilient workforce

- ensure all workers receive regular and timely feedback on their practice and conduct.

Supportive supervision aims to:

- assist in developing and maintaining a safe and supportive workplace
- support workers in pursuing their own development.

## Staff responsibilities

On at least a monthly basis the:

- Director is responsible for supervising the two General Managers
- General Managers are responsible for supervising Operations Managers
- Operations Managers are responsible for supervising the Unit Managers
- Unit Managers are responsible for supervising the Unit Coordinators and Unit Supervisors
- Unit Coordinators are responsible for supervising the Youth Justice Workers.

## Additional Information

- [Staff supervision information \(189.5 KB, MS Word\)](#)
- [ePPD link](#)

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